

THE JAIL PROJECT FUNDING CAMPAIGN, BOND ISSUE/TAX VOTE, ETC.

AN OVERVIEW OF SOME ISSUES AND IDEAS

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Overview and Introduction

The issue of generating public support for a jail project can be very complex. The jail is usually a very “low visibility” issue for most public officials. The issue, in general, is not a popular one for the electorate or for those who must fund and operate the jail (Sheriffs and County Commissioners). Some politicians buy into the old adage, **“there are no votes in the jail”** and the public is very comfortable with the **“out of sight, out of mind”** syndrome.

Schools, roads, bridges, parks, etc. generate much more positive relations between politicians and the voters. This, of course, makes it all the more critical that your public education campaign regarding a bond issue is well planned and orchestrated. The issue is really not just getting voter support to sell bonds or increase taxes. Public relations is needed whether or not there is a vote required. Reasons why include:

- Need to build a base of public awareness and support for the local department (jail) generally.
- Even if the people don't have to vote on this issue, if they view the project as unfolding in a haphazard manner, it will leave a negative impression. If you need their support in the future (for a vote or just support for programs, staff increases, etc.), it may not be there.
- By communicating what your department is doing right operationally, or that your planning process is unfolding carefully (looking at all alternatives, etc.), you have a **real chance to upgrade your image generally.**
- Regardless of whether people have to vote or not, good P.R. about your process can help blunt future trouble spots. For example:
 - Controversy over the site
 - Tax groups concerned about increased operational costs
 - Other county agencies who have to share general fund resources may become adversaries if not kept informed

- Persons who believe we already over-incarcerate need to know why the jail is needed
- No desire to make things ‘nice’ for criminals
- So what? What if we don’t?
- Generally, **the public simply has a right to know** -- whether or not a vote is required
- As planners and architects, here is the situation we often find ourselves in when we arrive on the scene:
 - There is a lack of leadership
 - Sheriff and Commissioners are not “holding hands in the fire”
 - Sheriff and Commissioners have not reached consensus on the need to do something (they often make conflicting statements to the press)
 - No well-developed problem statement -- a **clear definition of what is wrong**
 - No well-developed project scope -- is it a jail, a sheriff’s department, an EOC or what? **The public must have a clear statement of the need.** Needs and wants must be separated.
 - No understanding of modern jails, options, scale, costs
 - “Shooting from the hip” positions which make good headlines, but make for bad planning

Project Motivator

You need a clear **project motivator**. It’s tough to sell the need for a new jail even when the old one is substandard, obsolete, run-down and crowded. It’s particularly hard when there have been no:

- Lawsuits
- Deaths
- Suicides
- Threats of closure by state agencies such as fire marshals, health departments, jail standards boards. This is a big problem in states with no jail standards or toothless standards.

You must clearly establish for your campaign committee and the public the “motivation” for this project.

Elements of Successful Publication Education (especially bond issues)

- **Local leadership.** The Sheriff and Commissioners (or Mayor and City Council) and the advisory boards are out front. Consultants and architects are resources, but their place is in the background with **local officials taking the visible lead.**
- **Educated leadership** who understand and can defend the issues. They must be able to answer relatively technical questions. This means they have to understand the planning process.
- It has proven to be an advantage to use a **Jail Advisory Committee** during the needs assessment and planning process. Then that board can make a smooth transition in roles to a Jail Funding Campaign Committee. Be sure everyone on the Funding Campaign Committee is in agreement about **project scope and costs.**
- Develop a clear message -- have a **theme** for the project.
- We know that 75% of people will form their opinion based upon what they read in the paper and see on **TV. Your ability to get good, factual coverage of your issue is critical.**
- As a “rule of thumb,” about one-third of the people will be for the issue and about one-third against the issue, despite what we do. We need to target the remaining “**undecided**” one-third. We must decide what information they need and want to make an informed decision in our favor.
- **You** need a **credible, respected point person.**
- You must be able to **demonstrate that all reasonable alternatives have been thoroughly evaluated.** Your capacity need must be defensible and you must be able to show that all **reasonable** alternatives have been implemented. You must be able to defend your choice of a facility option against others that may be put forth by opposing groups.

This monograph will touch on the issues cited above as well as the following in presenting issues for consideration in public education and jail bond campaigns.

- Unity and Clear Message
- Establish Project Theme and Name
- Timing
- Costs
- Public Information Strategies

- Possible Bond Election Tools
- Citizen Advisory Boards
- Acceptable Site
- Personal Contact
- Credible, Respected Point Person

Unity and Clear Message

Clear message means you have to:

- **Clarify** for the people the project objectives (jail, sheriff's department, court, etc.?)
- **Convince** people of the need
- **Convince** people they have a stake in it
- **Convince** people that proposed solution is correct and reasonable
- **Convince** people that all reasonable options have been examined
- **Clarify** for the people that this option is **no "Holiday Inn"** and does not provide **"cushy"** quarters for staff

Clear message means you must explain why the current facility can't be used:

- Excessive maintenance, repair costs
- Does not meet capacity needs
- Can't expand
- Costly renovation -- like new construction costs without additional capacity
- Badly non-compliant; can't comply with standards
- Dangerous for staff and the public
- Erosion of the deterrent effect; get hands slapped and released because of no severe sanctions; criminals on the street
- Staffing intensive
- Throwing good money after bad

- No teeth in justice system
- Potential liability

Unity means that:

- There is total commitment within the department or office
- There is commitment and support from other county officials -- i.e., Treasurer, Clerk of Courts, Judges, Tax Assessor, Roads & Bridges, Parks and Recreation
- The County Commissioners have reached consensus and support the project
- Clear roles and responsibilities are established regarding the project within county government
- County government has **one** official spokesperson as the media contact -- no conflicting statements to the press
- Other jurisdictions and municipalities in the county have been given an opportunity to participate

Costs

- **Identify clear cost to the taxpayer** and the duration of the cost. For example, if a sales tax is to generate dollars for an annual financing payment, what becomes of the money when the jail is paid off in 20 years? Is there a “sunset clause?” If not, you must identify a clear, continued use for the money.
- Do not lose credibility by not being aware of spending limitations or bond indebtedness **caps**. Clarify the funding source up front.
- Show the benefits of your cost approach and that all reasonable alternatives have been evaluated. Show how responsible you have been on the cost issue.
- Be clear and up front on projected **operational costs** such as staffing, utilities, maintenance, etc.
- Provide a clear distinction between **construction costs vs. total project costs**.
- **Do not** release information about costs until you are absolutely sure they are not going **to** change. It kills credibility and makes local government appear **to** be running amok when different figures are surfacing in the media

Establish Theme/Project Name

Is this a jail issue? Is it a law enforcement issue? Is it an new building facility issue? While all these may work, our experience indicates that a **public safety** theme is more attractive to the voters than are buildings, offices, better spaces for inmates, etc.

- **Public safety** seems to be the strongest lead
 - Get criminals off the street -- punishment and deterrence are popular themes in America today
 - Better law enforcement service/response
 - Safer for the public and staff to use the building
 - More sentencing options for judges, prosecutors
 - No more costly inmate boarding at other facilities

The number one basic human need of all people is their personal safety.

Timing

- **Timing is everything.** Your campaign should not begin so far in advance of the election that you exhaust your volunteers and your resources. Begin early with your low-cost and low-effort activities such as issuing news releases. Peak with your higher-cost and higher-energy activities such as door-to-door campaigns, jail tours, Speakers Bureaus, road signs, talk shows and electronic media.
- Are there **controversial issues** on the ballot such as gay rights, tax and spending limitations, etc., that may serve to detract from your issue? Is this the right time to go to the voters?
- Lander County, Nevada, lost a jail bond issue in 1993 that followed two **other successful bond campaigns**, one for the Rock Creek Dam and one for the Austin High School. Both of these became controversial and left the voters in a sour and negative mood. The Rock Creek Dam project couldn't be constructed for various technical reasons and the school was significantly over-built as the city's population evaporated when mining projections did not "pan out."
- **Don't let there be a vacuum the week or so before the election. Someone will fill it with an accusation or negative press.** For example, in the late 1980s in Sedgwick County, Wichita, Kansas, a local fiscal tycoon got the attention of the press by saying he could build a jail 50% cheaper than what was being projected. Turns out the only thing he ever built was prisons in the jungle for the Brazilian Army's political prisoners. He got his story and schematic in the Wichita paper and created just enough doubt that the bond election lost by 1% of the vote. The county had to later pursue a more expensive funding option.

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- Letters to the editor and newspaper editorials in the week prior to the election are critical.

Public Information Strategies

- **Must have a lot of one-on-one contact, people-to-people explanation**
 - Daily coffees and briefings
 - Speeches to civic groups
- **People must be shown what jail is like inside** since their perception is limited to non-offensive outside appearance
 - Tours
 - Photos
 - Articles with photos
- **Most Jail Advisory Committee members are “appalled”** when they see in inside of most jails for the first time. Most will then respond -- appeals to pride, public safety? Must do the same with the general public.
- **Establish the source of funding for production of printed materials, postage, etc.** Do you know some entity/person with a bulk mailing permit?
- **Develop a mass mailing strategy, materials and resources.** The number and timing of mailings is largely dependent upon cost. If costs allow for two or more mailings, then the first should probably come four to six weeks before the election, with a second and different mailing just before the election to peak interest and prompt a larger voter turnout. Information in the mailing should be tailored in response to your perceptions of public sentiment (concerns, misunderstandings, etc.) about the project.
- Produce an informative brochure, which might include such topics as:
 - **Why** do we need X capacity?
 - **Why** is the new facility necessary?
 - **Why** do we allow inmates to exercise? Will they have TVs?
 - **What** rights do inmates have?
 - **Why** don't we just renovate the existing jail?
 - **Why** can't new construction be delayed?

- **What** additional staff will it take to operate the facility?
- **What** plans for expansion will be built into the new facility?
- **What** programs and services will be made available to inmates?
- **How** much will the new jail and law enforcement center cost?
- **Where** will the new facility be located?

Your architect can develop boards containing site plan concepts and an artist's rendering, etc.

- **Immediately develop a short 35 mm slide presentation** which speakers can speak from. This may be done by a professional photographer, friendly newspaper photographer, or a staff member with photographic talents. We suggest that all interior shots be done with a close-up lens (28 mm) for best results.
- **Identify the meeting schedules for all public service clubs** and immediately begin developing a master schedule for appearances by members of a Speakers Bureau (you, the Sheriff, Commissioners and members of the Committee). Your consultant and/or architect may be able to be available for the more critical and technical meetings.
- **Identify any "friendly" members of the press**, but don't give exclusive interviews which could aggravate other media. Quietly work with the friendly press to obtain favorable coverage.
- **Develop an initial press release** addressing as many of the issues which impact the project as possible.
- **Schedule a news conference** and invite the electronic and print media. Hand out the text of the press release and remarks made to the group. Solicit questions and be sure to get back to those asking the questions. Possibly combine the press conference with a tour.
- **Announce and schedule a group press tour** of the facility. This will allow all media to receive the same level of information and avoid piecemeal dissemination of information. **Research shows that most voters will get most of their information on the issue from local newspapers and television news.**
- **Provide the press with a schedule** of public appearances before service clubs and other groups so that media coverage is obtained.
- **Schedule 'public tours** (perhaps on every weekend prior to the election) and assign appropriate persons to conduct the tours. Hand out the fact sheet/brochure. Follow each tour with a brief question and answer session. Record the name of the questioner and the nature of the question(s). Share any questions which reveal significant rumors or

misunderstandings on the part of the public and develop strategies to respond.

- **Seek endorsements from prominent business and civic leaders and their organizations.** Work the fact of the endorsements into the brochure (if they can be obtained early enough) or into news releases over the course of the campaign.
- **Issue regular press releases.**
- **Manage all formal county information releases and statements out of one office or contact person** to minimize inconsistencies. This does not mean you muzzle the Sheriff or Detention Department (they could be the issuance point). It just means everyone needs to keep in touch on issues like requests for tours, emerging press relations problems, etc.
- **Utilize public television channels** whenever appropriate for panels or video-taped presentations.
- **Utilize local college or university** telecommunication classes or instructors to develop your own “in-house” video presentations at low or no cost.

These and other issues must be addressed as your campaign strategy evolves. Which would be most effective?...Which would be most efficient in time and money?...What is the source of bond campaign funding?

Possible Bond Election Tools

Following is a list of potential “bond election tools” your jurisdiction may want to consider.

- Public opinion survey
- Man-on-the-street interviews
- Brochures
- Bumper stickers
- Campaign buttons
- Yard posters
- Window posters
- Billboards
- Newspaper, radio ads
- Newspaper inserts
- Endorsement statements in newspaper
- Group endorsements in general (Chamber of Commerce, etc.)
- Letters to the editor
- Favorable editorials
- Supplied news articles: example, questions and answers
- Fact sheets, mailers
- Town meetings
- Cable TV repeat broadcasts
- Jail tours
- Grand Jury reports

- Newspaper series on The Jail Issue
- State jail inspection and fire marshal reports
- Tours by judges
- Letters of support from congressional representatives, state legislators
- Lock up commissioners, sheriff as media event
- Floor plans, elevations, models, renderings, full scale cell model
- Cost sheets
- Site locator maps
- Business “reader” boards
- County Fair, shopping center displays
- Speakers Bureau, local civic groups
- Display on courthouse grounds/in courthouse
- Sample ballot; simple identifying number
- Simple, well-worded proposition
- Business card ads to hand out, put under windshield wipers
- Talk show guests
- Utilize senior citizen groups as volunteers

Some Tips on Forming a Jail Advisory Committee

- Organize the Committee and appoint a chairperson.
- Brief Committee on planning process, project scope and **identified opposition or potentially controversial issues**.
- Review strategies suggested in this monograph and brainstorm strategies. Identify Committee members who might have particular influence with key people and groups.
- Get specific commitments from Committee members about **who will do what**.
- Do not form a Committee if they do not have the total support of the Sheriff and County Commissioners. They must have a **clear and meaningful role to play** or it will be ineffective. They can’t just be “window-dressing.”
- Have the Committee write a **Statement of Purpose**. Remember, it should be theirs. If it is theirs, it stands a better chance of enduring far longer and being fully realized.
- Have the members discuss their philosophies with each other. Devote proper time to getting started, sharing ideas, and formulating a Statement of Purpose. It’s important that everyone have a crystal clear definition of the Committee and its role.
- You may establish certain Committees such as a Speakers Bureau, Site Issue Committee, Media Relations Committee, etc.
- In small, rural jurisdictions, members may find it more effective to simply talk to other community leaders and citizens. This casual form of public

relations can be more formally structured by creating a Speakers Bureau. Most organizations are in need of speakers and finding a forum is usually not difficult. If you relish the opportunity to correct some of the misconceptions about the jail, then feed your member speakers the information they need to do just that.

- Will the Committee have or need a budget?
- Will it be involved in fund raisers? Can they receive private donations? Will they need to be incorporated? Should you seek legal advice?
- Whenever possible and/or appropriate, utilize senior citizen representation on your Committee. They are usually proponents of public safety issues, and due to their fixed incomes, opponents of new spending initiatives. They have experience over time that you need to maximize.
- Will the Committee have support services available in terms of copying, phones, graphics, audio-visual equipment?
- Composition should include government officials, private citizens and business representatives. Select people who represent the community and its concerns. You will want those who will wield power among the influential groups. Power is usually focused in four main areas: **political, economic, social and religious**. Choose some members from these groups. People with influence -- a "name" -- are important, but what you really want are persons who are willing to work hard. You may also want to include members who live or operate businesses near the site proposed for the new facility.
- Initially, most of the hard work will fall on your shoulders. You will have to set the agenda, direction, and get things going. If your enthusiasm wanes, theirs will too. Remember, you are interested in getting them started . . . briefed on the issues and challenges that face the jail and the bond campaign. Get them started right and they will pick up most of the work later. You will need to get information and data to them in a **usable form**.
- Some Committee members cannot function without a feeling that their work is important to the community. Publicize the formation of the Committee and solicit coverage of their meetings.

Other Key Issues

- **Personal contact** with the voters cannot be overestimated.
- **Site selection issues** have killed public support more than any single issue. There is a dilemma here: the County cannot shout to the world that it is in the market for a piece Of property without driving costs upward. Negotiations need to be conducted quietly with owners of potential sites. Even if you have one "high priority site," be sure to include as many sites as possible in your consideration. Use a site selection matrix so you can document an objective and quantifiable

selection process. It shows that you are taking the politics out of the site selection issue.

- Pay careful attention to **drafting ballot language**. It makes bad press if the ballot language has to be adjusted after the notice of filing of intent by the Commissioners (this typically takes a court order). Ballot language should be clear and unambiguous. Platte County, Missouri, had to go to Circuit Court and get wording changed from “sales tax” to “County-wide sales tax” in order to be legal. It left a bad impression.
- Be prepared to respond to questions on what will happen with the building and site you are vacating.
- Clear understanding of costs is imperative (**construction costs vs. project costs**). It kills credibility when different figures are surfacing in the media.
- Don't release information about capacity, site or costs until you **are absolutely sure they are not going to change**. It makes county government look ineffective and voters begin wondering who and what to believe.
- Identify any **formal organized opposition** to the bond issue. This may come from anti-spending and tax reform groups that oppose all public funding initiatives. Opposition may be from residents who are affected by the site. Develop strategies to counter this opposition.

POTENTIAL TROUBLE SPOTS

- Controversy over the site
- Tax groups concerned about increased operational costs
- Other county agencies who have to share general fund resources may become adversaries if not kept informed
- Persons who believe we already over-incarcerate need to know why the jail is needed
- No desire to make things “nice” for criminals
- So what? What if we don’t?
- Generally, the public simply has a right to know -- whether or not a vote is required

TYPICAL SITUATIONS

- There is a lack of leadership
- Sheriff and Commissioners are not “holding hands in the fire”
- Sheriff and Commissioners have not reached consensus on the need to do something
- No well-developed problem statement -- a clear definition of what is wrong
- No well-developed project scope -- is it a jail, a sheriff's department, an EOC or what?
- No understanding of modern jails, options, scale, costs
- “Shooting from the hip” positions

PROJECT MOTIVATION?

Lawsuits

Deaths

Suicides

Threats of closure by state agencies

CRITICAL ISSUES

- Unity and Clear Message
- Establish Project Theme and Name
- Timing
- Costs
- Public Information Strategies
- Possible Bond Election Tools
- Citizen Advisory Boards
- Acceptable Site
 - Personal Contact
 - Credible, Respected Point Person

UNITY AND CLEAR MESSAGE

- Clarify for the people the, project objectives
- Convince people of the need
- Convince people they have a stake in it
- Convince people that proposed solution is correct and reasonable
- Convince people that all reasonable options have been examined
- Clarify. for the people that this option is no “Holiday Inn” and does not provide “cushy” quarters for staff

CLEAR MESSAGE ON NEED

- Excessive maintenance, repair costs
- Does not meet capacity needs
- Can't expand
- Costly renovation -- like new construction costs without additional capacity
- Badly non-compliant; can't comply with standards
- Dangerous for staff and the public
- Erosion of the deterrent effect; get hands slapped and released because of no severe sanctions; criminals on the street
- Staffing intensive
- Throwing good money after bad
- No teeth in justice system
- Potential liability

UNITY

- There is total commitment within the department or office
- There is commitment and support from other county officials
- The County Commissioners have reached consensus and support the project
- Clear roles and responsibilities are established regarding the project within county government
- County government has one official spokesperson as the media contact

COSTS

- Identify clear cost to the taxpayer and the duration of the cost.
- Do not lose credibility by not being aware of spending limitations or bond indebtedness caps. Clarify the funding source up front.
- Show the benefits of your cost approach and that all reasonable alternatives have been evaluated.
- Be clear and up front on projected operational costs
- Provide a clear distinction between construction costs vs. total project costs.
- Do not release information about costs until you are absolutely sure they are not going to change.

ESTABLISH THEME/PROJECT NAME

Is this a jail issue?

Is it a law enforcement issue?

Is it an new building facility issue?

■ Public safety seems to be the strongest lead

° Get criminals off the street -- punishment and deterrence are popular themes in America today

° Better law enforcement **service/response**

° Safer for the public and staff to use the building

° More sentencing options for judges, prosecutors

° No more costly inmate boarding at other facilities

TIMING

- Timing is everything.
- Are there controversial issues on the ballot such as gay rights, tax and spending limitations, etc., that may serve to detract from your issue? Is this the right time to go to the voters?
- Don't let there be a vacuum the week or so before the election. Someone will fill it with an accusation or negative press.
- Letters to the editor and newspaper editorials in the week prior to the election are critical.

PUBLIC INFORMATION STRATEGIES

- Must have a lot of one-on-one contact, people-to-people explanation
- People must be shown what jail is like inside since their perception is limited to non-offensive outside appearance
- Most Jail Advisory Committee members are “appalled” when they see in inside of most jails for the first time.
- Establish the source of funding for production of printed materials, postage, etc.
- Develop a mass mailing strategy, materials and resources.

INFORMATION BROCHURE

- Why do we need X capacity?
- Why is the new facility necessary?
- Why do we allow inmates to exercise? Will they have TVs?
- What rights do inmates have?
- Why don't we just renovate the existing jail?
- Why can't new construction' be delayed?
- What additional staff will it take to operate the facility?
- What plans for expansion will be built into the new facility?
- What programs and services will be made available to inmates?
- How much will the new jail and law enforcement center cost?
- Where will the new facility be located?

PUBLIC INFORMATION ISSUES

- Immediately develop a short 35 mm slide presentation
- Identify the meeting schedules for all public service clubs
- Identify any “friendly” members of the press
- Develop an initial press release
- Schedule a news conference
- Announce and schedule a **group** press tour of the facility
- Provide the press with a schedule of public appearances before **service** clubs and other groups so that **media** coverage is obtained
- Schedule public tours

PUBLIC INFORMATION ISSUES (CON'T)

- Seek endorsements from prominent business and civic leaders and their organizations
- Issue regular press releases
- Manage all formal county information releases and statements out of one office or contact person to minimize inconsistencies
- Utilize public television channels
- Utilize local college or university telecommunication classes

POSSIBLE BOND ELECTION TOOLS

Public opinion survey

- Man-on-the street interviews
- Brochures
- Bumper stickers
- Campaign buttons
- Yard posters
- Window posters
- Billboards
- Newspaper, radio ads
- Newspaper inserts
- Endorsement statements in news-
paper
- Group endorsements in general
(Chamber of Commerce, etc.)
- Letters to the editor
- Favorable editorials

Possible Bond Election Tools (Con't)

- Supplied news articles: example,
questions and answers
- Fact sheets, mailers
- Town meetings
- Cable TV repeat broadcasts
- Jail tours
- Grand Jury reports
- Newspaper series on The Jail Issue
- State jail inspection and fire marshal
reports
- Tours by judges
- Letters of support from congressional
representatives, state
legislators

Lock up commissioners, sheriff as
media event

Possible Bond Election Tools (Con?)

- Floor plans, elevations, models, renderings, full scale cell model
- Cost sheets
- Site locator maps
- County Fair, shopping center displays
- Speakers Bureau, local civic groups
- Display on courthouse grounds/in courthouse
- Sample ballot; simple identifying number
- Simple, well-worded proposition
- Business card ads to hand out, put under windshield wipers
- Talk show guests

SOME TIPS ON FORMING A JAIL ADVISORY COMMITTEE

- **Organize the Committee and appoint a chairperson.**
- **Brief Committee on planning process, project scope and identified opposition or potentially controversial issues.**
- **Have the Committee write a Statement of Purpose.**
- **You may establish certain Committees such as a Speakers Bureau, Site Issue Committee, Media Relations Committee, etc.**
- **In small, rural jurisdictions, members may find it more effective to simply talk to other community leaders and citizens.**
- **Will the Committee have or need a budget?**

Forming a Jail Advisory Committee (Con't)

- Will it be involved in fund raisers?
Can they receive private donations?
Will they need to be incorporated?
Should you seek legal advice?
- Will the Committee have support services available in terms of copying, phones, graphics, audio-visual equipment?
- Composition should include government officials, private citizens and business representatives. Select people who represent the community and its concerns. Power is usually focused in four main areas: political, economic, social and religious.
- You will have to set the agenda, direction, and get things going.
- Publicize the formation of the Committee and solicit coverage of their meetings.

OTHER KEY ISSUES

- Personal contact with the voters cannot be overestimated.
- Site selection issues have killed public support more than any single issue.
- Pay careful attention to drafting ballot language.
- Clear understanding of costs is imperative (construction costs vs. project costs).
- Don't release information about capacity, site or costs until you are absolutely sure they are not going to change.

ELEMENTS OF SUCCESSFUL P.R.

- Local leadership
- Educated leadership who understands and can defend issues
- Unity
- Clear message
- Personal contact
- Friendly media
- Credible, respected point person
- Acceptable site
- Strong Citizen's Jail Advisory Committee

CRIMINAL JUSTICE SYSTEM

- Prevention
- Detection
- Apprehension
- Prosecution
- Judicial Disposition
- Sanctions/Punishment/Incapacitation

All Components must be in balance to make it work.

KEY LOCAL ISSUES FOR SUNNYSIDE

- What are the key issues we must address with the public to get their support?
- What is the nature of any resistance?
- What ideas can we generate to go about securing public support?